VOCATIONAL EDUCATION ADVISORY COMMITTEE HANDBOOK

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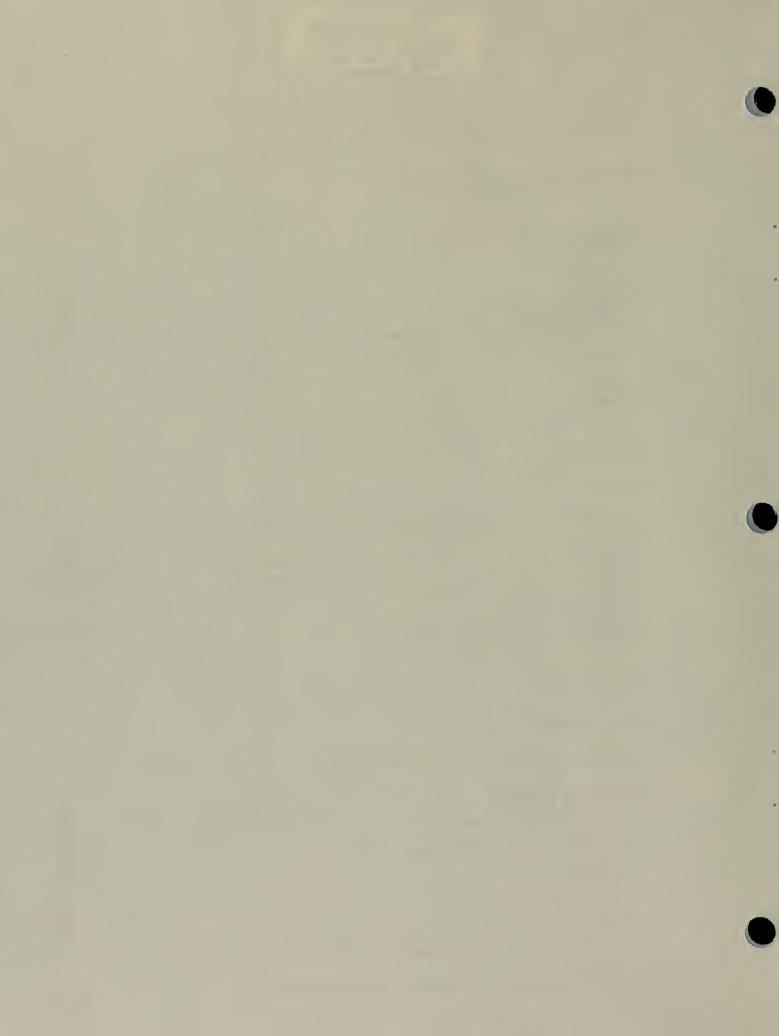
Prepared by

Montana State Advisory Council for Vocational Education 1982



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FOREWORD

An advisory committee is a group of persons, the majority of which are outside the education profession, who are representative of the community and are recognized and respected in their field of work. They advise and assist decision makers in the building and maintaining of sound vocational education programs based on the real needs of the community, region, state, or nation.

Given the complexity and fast rate of change in today's technological world, it is imperative for the education community to keep abreast of business trends as they occur. Education is charged with supplying the occupational needs of society; consequently, it must be aware of both current and future needs. One way to provide this awareness is to develop a high level of cooperation and communication through the use of local advisory committees. These committees, composed of educators and business personnel who have been recognized as specialists in their field, can be an effective means of providing communication.

The need for the laymen's input into the educational system is not a new one; both education and business have recognized the need and potential of industry to contribute to the operation of a quality vocational education program. The Montana Advisory Council for Vocational Education strongly recommends the active function of local advisory committees.

PURPOSES AND FUNCTIONS

The committee's primary function is to assist the educational unit in providing education that will be of value to students upon their entry into the world of work. The committee is a mechanism for providing collective advice, recommendations and service to the educational unit, its students, teachers, administrators and constituents.

The purposes and functions of advisory committees are:

- 1. Annual and long range vocational planning
- 2. Curriculum content advisement
- 3. Equipment, facilities and instructional resources
- 4. Student recruitment, placement and career guidance
- 5. Community public relations
- 6. Community resources
- 7. Employment and community needs
- 8. Program review and evaluation
- 9. Professional development
- 10. Youth groups

A slide show presentation of the purposes and functions of local advisory committees has been developed by Jeffrey Dietz of Montana State University.

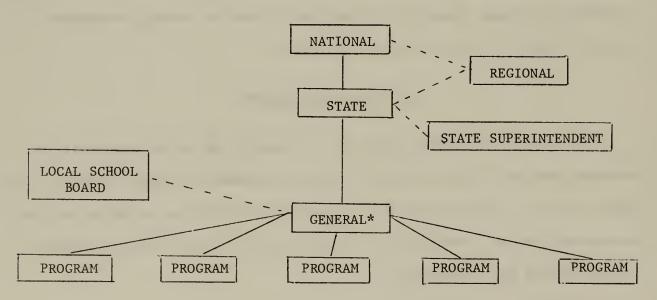
If you are interested in this program, please notify one of the following:

Department of Agriculture & Industrial Education Montana State University Bozeman, MT 59717 994-3201

Montana Advisory Council for Vocational Education 1228 Eleventh Avenue Helena, MT 59620 449-2964

Department of Vocational Education Services Office of Public Instruction 1300 Eleventh Avenue Helena, MT 59620 449-2410

COMMITTEE ORGANIZATION



*In small communities the general committee could serve in place of the various program committees with representation from each occupational program.

TYPES OF ADVISORY COMMITTEES

- 1. National Advisory Council Advises the President, Congress, Secretary and Commissions.
- State Advisory Council Advises the State Board, or in the case of Montana, the State Superintendent of Public Instruction who is the sole agent for vocational education.
- 3. Regional Advisory Council Advises and assists those responsible for vocational education in the development and improvement of the entire vocational education program in the region.
- 4. General Advisory Committee Provides overall direction for the entire career preparation program of a school district.
- 5. Program Advisory Committee Serves a single program in a trade occupation or occupations, sometimes referred to as occupational or craft advisory committees.

ESTABLISHMENT OF COMMITTEE

Each eligible recipient receiving state/federal financial assistance for vocational education programs shall establish a local advisory committee.

PRELIMINARY ORGANIZATIONAL PLANNING

The manner in which early organizational efforts are handled may play a significant role in determining how well the plan for the committee will be accepted. The form of the proposals may affect the initial reactions of key administrators, and these early impressions may have a lasting impact and may result in long-standing roadblocks or unnecessary delays. Vagueness, uncertainty and ambiguity at this time may be detrimental to the future of the committee.

Therefore, attention should be given to the following:

- 1. The appropriate administrator(s) should be informed early that the organization of an advisory committee is being considered.
- 2. A written statement should be prepared describing the rationale for the advisory committee and outlining how the committee might assist in improving or strengthening the program and the relationship between the school and the community.
- 3. A brief, written statement describing the proposed committee in the following terms should be prepared:
 - a. The purpose of the committee
 - b. The responsibilities and duties of the committee
 - c. The organizational structure of the committee and the methods of selecting and the length of terms of the committee members
 - d. The relationship of the committee to the program and the school
- 4. An outline of the procedures to be followed in organizing the committee should be developed. Consideration should be given at this time to the possibility of involving a small group of citizens and school officials in this process.

APPROVAL TO FORM THE COMMITTEE

Once the information from the initial assessments and preliminary planning activities has been collected and prepared, the process of gaining approval for the formation of the advisory committee can be implemented. This process is critical because it is usually the first formal presentation, outside of the department or school unit, concerning the establishment of the committee. Normally the board of education is the administrative unit that takes the action to organize the committee, but this may vary according to the size and complexity of the community. This presentation should explain the need for forming the committee and describe the educational benefits to be derived

by the community. The teacher or administrator responsible for the proposal should be prepared to answer questions such as the following: Why should the advisory committee be formed? What is the purpose of the committee and within what framework will it operate? How will the committee be organized? How will it benefit the school and community?

Usually, on the recommendation of the administration, the board will approve a resolution establishing the committee and the procedures for organizing it. The resolution usually takes the form of a statement of purpose and becomes the board policy under which the committee operates. This policy serves as the legal framework within which the committee is authorized to work. Although the policy will vary depending on the nature of the board of education and the scope and purpose of the committee, such authorization should focus on the role of the committee, the rights of the board and the ways in which the committee is expected to contribute to the improvement of the program. (See Appendix A for sample board policy.)

MEMBERSHIP

SELECTION OF MEMBERS

- 1. Form a selection committee of from 1 to 3 members.
- Prepare a list of people in the community as a pool from which members will be selected.
- 3. In choosing members, keep in mind that large and small business, industry and labor, associations, students and parents should be represented. Geographic distribution, age, sex and minority representation should be considered.

- 4. Advisory committee members should meet the following qualifications:
 - a. Be highly motivated
 - b. Have time to serve
 - c. Have specific knowledge and recent practical experience
 - d. Have integrity and good character
 - (See Appendices B through D for sample letters of invitations and appointments and a sample certificate of membership.)
- 5. The recommended size of the general advisory committee is from 4 to 9 members. The recommended size of the program committee is from 3 to 8 members. The size of the committees will vary depending on the size of the community and program.

RESPONSIBILITIES OF MEMBERS

- 1. Attend meetings regularly, participate in committee discussions and serve on sub-committees.
- 2. Carefully study any problem or questions before the committee and seek recommendations of constituents in the community.
- 3. Study and advise on school matters as a part of group action.
- 4. School representatives:
 - a. Offer clear explanations from the school's viewpoint of problems that come before the committee
 - b. Perform research, provide information or prepare special reports
 - c. Make special arrangements for facilities and equipment that are to be used by the committee

SELECTION AND DUTIES OF OFFICERS

- 1. Chairperson
 - a. Is elected by the committee
 - b. Should reside in the community
 - c. Should be actively involved in the committee

- d. Should be recognized by school administrators as chairperson of the committee
- e. Responsibilities:
 - * Establish meeting dates and call meetings to order
 - * Plan meeting agenda (See Appendices E (1) and E (2) for sample agendas)
 - * Develop a sociable, relaxed atmosphere
 - * Plan committee activities
 - * Maintain necessary personal contact with school personnel
 - * Preside over meetings

2. Vice-Chairperson

- a. Is elected by the committee
- b. Should reside in the community
- c. Should be actively involved in the committee
- d. Responsibilities:
 - * Work closely with chairperson
 - * Serve as facilitator for many activities
 - * Assume duties of chairperson in his/her absence

3. Secretary

- a. Is elected by the committee
- b. Should be actively involved in the committee
- c. Responsibilities:
 - * Take minutes of the meetings (See Appendix F for sample minutes.)
 - * Assist chairperson in setting agenda
 - * Mail the agenda, announcements, minutes and other information
 - * Provide statistical information about the school
 - * Prepare and forward necessary correspondence
 - * Explain council actions to school personnel

LENGTH OF MEMBERSHIP

It is suggested that one-third of a new committee be appointed for two years, one-third for three years and the remaining one-third for four years. We suggest a three-year term for any subsequent appointees to the committee.

In following this method, one-third of the committee will be replaced each year after the first two full years of operation. This provides continuity in the membership.

MEETINGS

GENERAL

- 1. The first meeting should be held within 30 days of the committee appointment date or after the beginning of the school year. A chairperson is chosen at the first meeting to conduct it and all future meetings throughout his/her term.
- 2. The committee should schedule meetings only when pertinent questions, issues or recommendations need to be discussed or when key reports are to be made. A minimum of three meetings per year is suggested.
- 3. Meetings should follow a pre-determined agenda.
- 4. Each member should be supplied with any data or special materials that are going to be discussed.
- 5. Determine time and date for the next meeting. If that is not feasible, make certain that all members are notified well in advance of the next meeting.
- 6. Committee meetings are open to the public and, therefore, should be convened and adjourned promptly at the scheduled times.

MINUTES

- The minutes provide an official record of activities and are used for providing regular reports to committee members and for forming official recommendations to administration.
- 2. At the end of each meeting the secretary and chairperson should review the minutes and make corrections.
- 3. Copies of the minutes should be distributed to all members and to school officials who have the authority to implement the recommendations of the committee.
- 4. The secretary should keep a file of all minutes.

CONSTITUTION

A constitution may be developed by each committee to include purpose, membership, term of membership, attendance, officers, responsibilities, meeting frequency and amendments. School personnel should take the lead so as to reduce the time devoted to the task. (See Appendix G for a sample constitution.)

PROGRAM OF WORK

The development of a program of work serves as a guide for the allocation of committee time and resources, provides a format to facilitate progress and serves as a benchmark for the committee to use when evaluating its accomplishments. (See Appendix H for a sample program of work.) The local advisory committee action plan offers ten goal areas and suggested activities. The local committee should select and prioritize a few of these areas each year for their program of work.

LOCAL ADVISORY COMMITTEE ACTION PLAN*

Principal Voc. Director Voc. Teacher Adv. Comm. Chairpersn	Begin - End					
P	Person(s) Responsible					
Use appendix H form for develop- ing your program of work.	Measurement of Achievement Checklist	-goals	Check board philosophy of education for inclusion of vocational education	Annual plan	-conduct surveys: business and student -develop objectives & goals -proficiency standards for courses	
*Use apper	Activities	Develop strategies or activities for attaining a few selected goals:	areview or develop plans -review vocational policy in board philosophy -document program need based on community surveys or labor data -project enrollment and cost figures	-hold public meetings in vocational education -finalize annual and 5-year vocational plan	bassist in the develop- ment and review of course content -assist in establishment of standards of student proficiency	
SCHOOL DATE	Action Plan Goals	See Pages 3 & 4 for establishment of committee Develop program of work: Select topics from major areas:	o a. Annual and long range vocational planning		b. Curriculum content advisement	

Begin - End		
Person(s) Responsible		
Measurement of Achievement Checklist	-seminar(s) -adult program(s) (fee schedule) -check industry equipment standards -on sight visit -develop layout -review safety requirements for program area -visits to feeder schools -speeches to civic club: P.T.A. -career library -computerized guidance info -career library	
Activities	-develop and sponsor student and employer seminars -develop adult programs -develop adult programs -develop adult programs review of budget requipment and suppliesevaluate physical conditions, adequacy of equipment, and layout of the laboratory & shop -obtain needed school equipment and supplies on loan, as gifts, or at special prices dencourage young people to consider vocational education -provide information concerning job requirements and trends -place students in partime work during school or summer; assist program leavers in finding full-time employment -sponsor scholarships for students	
Action Plan Goals	c. Equipment, facilities, and instructional resources d. Student recruitment, placement, and career guidance	

Begin - End					
Person(s) Responsible					
Measurement of Achievement Checklist	-presentations -news releases -station interviews -provide awards	-survey community -library of visual aids, magazines, etcfield trips -sample kits of materials -guest speakers from industry	-survey of manpower data -survey -task analysis	t-employer/student follow-up survey -manpower data -state evaluation instrument (contact Office of Public Instruction)	
Activities	eidentify audiences needing information -decide type of informa- tion to disseminate -make presentations to civic groups and provide interview to local media regarding specific issues or programs	fidentify community resources available -contact resources -compile resource list and make available to instructors	gDetermine number of people in a geographic area employed in given occupationsDetermine job competency needs of student, adults industry -Determine educational training requirements of occupation, job, or industry which can be met by school program	hadopt an evaluation pro- cess for program review -is instruction consisten with occupational needs? -determine demand factor and occupational trends -are program quality indicators met	
Action Plan Goals	e. Community public relations	f. Community resources	g. Employment and community needs	h. Program Review and Evaluation	

Begin - End						
Person(s) Responsible						
Measurement of Achievement Checklist	-legislative information gathering -Conference and workshop attendance	-award, and prizes for out- standing teachers	-open house	-fund raisers -recognition banquets	-awards and prizes for out- standing students	
Activities	iAssist teachers in maintaining qualifica-tion and proficiency -Provide funds or sponsership of teachers to industry and educational	-sponsor internship pro-grams for teachers -conduct clinics and inservice training for teachers	jEvaluate club's program of activities and their relationship to curriculum -inform public of purposes of the club -sponsor open houses and	speakers from industry and business -suggest fund raising activities -attend and help sponsor recognition and employer	appreciation banquet -plan and sponsor employer/student semi- nars and recognition	
Action Plan Goals	i. Professional Develop- ment		j. Youth Groups			

Begin - End			
Person(s) Responsible			
Measurement of Achievement . Checklist	-membership includes business, labor, students, and public program of work has been developed and implemented regular meetings are held minutes are kept of meetings communication is exchanged between committee, teachers, administration, and board		
Activities	-Develop list of criteria and assess committee's activities		
Action Plan Goals	Committee's Effectiveness	14	

2.

ANNUAL REPORT

Reporting serves as a mechanism by which the committee may communicate findings, concerns and recommendations. An annual report is a necessary function of the committee. The report should include:

- 1. A summary of the major activities and accomplishments of the advisory committee.
- 2. Recommendations to decision makers.

RECOGNITION OF ADVISORY COMMITTEE MEMBERS

Committee members must be recognized for the time and effort they devote to working with educational personnel.

The following are ways of expressing gratitude and appreciation:

- Publish the names of advisory committee members in school or college publications, catalogs, brochures, the council handbook and releases to newspapers.
- Ensure that announcements and reports made by administrators include reference to committee services, suggestions and recommendations.
- 3. Send a letter of appreciation to each committee member. (See Appendix I for a sample letter of appreciation.)
- 4. Send a letter of appreciation to the advisory committee member's supervisor.
- 5. Present a framed certificate of appreciation or a plaque to committee members at a public meeting. (See Appendix J for a sample certificate of appreciation.)
- 6. Schedule a regular meeting that will be attended by the chief school administrator.







BOARD POLICY

The (Name of School) School Board recognizes the value of advisory committees for the effective participation of the community. We therefore authorize the establishment of continuing advisory committees subject to the following policy provisions:

The advisory committee is intended to supplement and stimulate other types of citizen participation;

The purpose of the advisory committee is to serve as an arm of the school board by providing advice and counsel to the board;

The advisory committee serves at the pleasure of the school board which reserves the right to dissolve the committee at any time for any purpose;

In authorizing the organization of advisory committees, the school board pledges cooperation in the committee work. The advisory committees will be provided guidelines to operate within.

Ms. Jane America Bank Manager Withit Bank and Trust Your Town, Montana

Dear Ms. America:

Because of your experience and demonstrated competency in the field of (General Committee--vocational education; Program Committee--vocational program area), the Board of (Name of School) believes that you could perform a valuable service to the school and community, as a citizen member of the (Title of Committee) Advisory Committee of (Name of School.)

The advisory committee is composed of outstanding business and civic leaders in the community and is directed toward achieving closer cooperation between business and education in providing vocational training for young people and adults in our community.

I would appreciate it if you would give this invitation to serve on the (Name of Committee) Advisory Committee your consideration and inform me of your decision in the next few days. Your acceptance of committee membership will aid in the vocational program of (Name of School).

Sincerely,

Administrator and/or Chairperson of Board Ms. Jane America Bank Manager Withit Bank and Trust Your Town, Montana

Dear Ms. America:

(Name of School) is pleased to inform you of your appointment to the Vocational Education Advisory Council. We wish to thank you for your indication of your willingness to serve on this advisory council.

The ultimate objective of the advisory council is to improve and expand opportunities in vocational education. Your active interest and participation will be influential in helping to make this community a better place in which to live and work.

We realize that your time is limited and we will make every effort to have meetings and other business prompt, precise and purposeful. Initially, meetings will be held once a month and after the council is functioning they may be held less frequently. The period of service may be from one to three years. This will be determined at one of the early meetings.

Your first meeting as a member of the advisory council is scheduled for (Date) at (Time) at the (Location). A copy of the tentative agenda for the meeting is enclosed.

We hope that you will be able to attend. Please inform us as quickly as possible whether or not you will be able to attend our first meeting.

If you have questions regarding the appointment, please do not hesitate to call me at (Phone Number).

Sincerely,

School Administrator

THE YOUR TOWN PUBLIC SCHOOL DISTRICT Your Town, Montana

CERTIFICATE OF MEMBERSHIP

This is to Certify That

has served as a member of the advisory committee for the

VOCATIONAL OFFICE EDUCATION PROGRAM of the Your Town Public High School for the year 19__ to 19__ We gratefully acknowledge the services of the above named.

Board of Ed. Chairperson Dist. Supt. of Schools Vocational Teacher

6:30 p.m.	Social hour Refreshments or meal	
7:00	Meeting called to order	Director of Vocational Education or School Representative
7:05	Welcome	School Administrator
7:10	"The Role of the Advisory Council"	Guest Speaker
7:30	The vocational education program	Local Director or School Representative
7:45	Overview of the total educational program	School Official
8:00	Election of officers	
8:15	Appointment of bylaws committee	Chairperson
8:20	Establish date, time and place of next meeting	Chairperson
8:30	Call for adjournment	Chairperson

7:30	Call to order	Chairperson
	Approval of minutes	Secretary
	Report of the subcommittee on safety p observed in the school shop and in wor class project:	
	Discussion of report and recommenda	tions
	Report on additional tools and equipme for the class:	nt needed
	Report on status of equipment and the hand,	ools on
	,	Instructor
	Discussion and recommendations	
	Plans for class project for school year	r:
	Report of tentative plans	, Director
	Discussion and recommendations	
	Other business	

10:00 Adjournment

Date: 19_ Place:
Time:
Members Present:
Members Absent:
Others Present:
MINUTES:
The Chairperson, (Name), opened the meeting and called for reading o
The coordinator reported on the status of new classes: efficient reading, IBM tabulation and keypunch training, and preparation for Civil Service exams.
A discussion followed of possible new classes to meet the expressed needs of the community and the Chairperson called for recommendation for classes, textbooks and teacher qualifications. Approved were: workshop course for medical secretaries; reorganization of advanced typing laboratory; adoption of a new shorthand text.
The coordinator reported on the plans to host the State meeting of FBLA/VOCA.
The committee voted to meet semimonthly instead of monthly.
The coordinator took the group on a tour of the remedial reading laboratory.
Meeting adjourned at (Time).
Respectfully submitted,
Secretary

Original for committee files and copies for each member and

Coordinator

interested administrator.

ARTICLE I - ORGANIZATION NAME

The name of the organization shall be: Advisory Council for the Lewis County Area Occupational Center.

ARTICLE II - PURPOSE

The purpose of this council shall be to act in an advisory capacity in all matters pertaining to the improvement of the Occupational program as it relates to secondary school students, out-of-school youth and adults of the community and to assist the Director of Occupational Education in this pursuit.

ARTICLE III - MEMBERSHIP

Prospective members shall be recommended to the Jefferson Lewis Board of Cooperative Educational Services, for their appointment, by the Director of Occupational Education. The membership shall include, but not be limited to, persons:

- 1. Familiar with vocational needs and problems of management and labor in the region.
- 2. Familiar with programs of occupational education at the postsecondary and adult levels.
- 3. Familiar with the manpower needs and requirements of the region to be served.
- 4. Familiar with the special educational needs of the physically and mentally handicapped.
- 5. Representative of community interests, including persons familiar with the special needs of the population to be served.
- 6. Representatives (2) of the students attending the Occupational Center. Their terms shall be for one year.

ARTICLE IV - TERM OF MEMBERSHIP

Members shall serve a term of three years and the effective date of membership shall be July 1, except as indicated in Article III, Section 6.

ARTICLE V - ATTENDANCE

Each Advisory Council member is expected to play an active role on the council. Failure to attend two consecutive meetings shall be interpreted as a resignation. Such members shall, however, have the privilege of requesting the council to waive this requirement.

ARTICLE VI - OFFICERS AND RESPONSIBILITIES

Officers of the council shall include:

- 1. Chairperson who shall:
 - a. Schedule meetings
 - b. Preside over such meetings
 - c. Appoint all necessary committees
- 2. Vice-Chairperson
 Shall perform the responsibilities of the Chairperson in the latter's absence.
- 3. The Executive Secretary
 Shall conduct the official correspondence and develop, distribute and
 maintain the records of all council proceedings.

Each officer shall be elected for a one-year term prior to each July 1.

ARTICLE VII - FREQUENCY OF MEETINGS

The advisory council shall meet a minimum of five times per calendar year. Meetings shall be conducted during September, November, January, March and June.

Additional meetings may be called at the discretion of the Chairperson.

ARTICLE VIII - AGENDA

The Chairperson and the Director shall develop an agenda and include a copy of it with a notice of each preceding meeting.

ARTICLE IX - CONSTITUTION AMENDMENTS

Amendments of this constitution shall be made upon notification by mail of the total membership of the proposed change no later than 30 days prior to the voting date.

A majority vote of the total membership in an affirmative manner will be necessary to effect such change.

PROGRAM OF WORK FOR:

	Sept	oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
Curriculum	Review	Review program goals		and determine if current job skills are represented	ne if cu	rrent jo	ob skills	s are re	presente	T)		
Equipment, Supplies & Instructional Resources		Tour program		facilities and review access for handicapped	and rev	iew acce	ess for t	nandicap	ped			
Community Resources		Compile loca		l list of guest speakers for program	uest spe	akers fo	or progre	E C				
Career Guidance & :		Develo	Develop career reference library	reference	e librar	>	Give pr	ractice	job inte	Give practice job interview to students	students	
Evaluation		Conduc	Conduct follow-up survey of all program leavers	np surve	y of all	progra	n leavers	ω.				
Public Relations					Help p	lan and	Help plan and sponsor an open house	an open	house			
Professional Development					Attend a	a new	equipmen	t demons	tration	new equipment demonstration with instructor	ructor	
Student Recognition & Youth Groups								Sponso	r outsta	nding stu	Sponsor outstanding student award	P
Annual Project	Promote	career	awareness	by givi	ng prese	ntations	s in eler	nentary	and seco	Promote career awareness by giving presentations in elementary and secondary classes	SSes	

This is a sample only. Solid lines indicate time lines for accomplishing goals. The names of those responsible for each goal may be written on the solid lines. *NOTE:

Mr. Julian A. Carpintero Production Manager Victoria Tools and Dies 5042 Liberty Avenue Memphis, TN 93418

Dear Mr. Carpintero:

Thank you for your cooperation with the Tool and Die Design Program. Your role has been instrumental in the success of the program. Thanks to your efforts, all the graduating students have been placed in jobs related to their field of study. The scholarship award program and the cooperative work-study program that you helped to implement are now being used as a model by other craft advisory committees in this school.

I am convinced that a continuation of a superior program in Tool and Die Design at its present level is possible only with the support of a know-ledgeable and enthusiastic advisory committee.

May I extend to you the good wishes of this institution for your continued success and dedication.

Sincerely,

Bradley J. Rhodes, Chairperson Board of Trustees

THE YOUR TOWN PUBLIC SCHOOL DISTRICT Your Town, Montana

CERTIFICATE OF APPRECIATION

This is to Certify That

has served as a member of the advisory committee for the

VOCATIONAL OFFICE EDUCATION PROGRAM of the Your Town Public High School for the year 19 to 19 We gratefully acknowledge the services of the above named.

Board of Ed. Chairperson Dist. Supt. of Schools Vocational Teacher

FREQUENTLY USED ADDRESSES

Montana Advisory Council for Vocational Education 1228 Eleventh Avenue Helena, MT 59620 449-2964

Superintendent Ed Argenbright
Office of Public Instruction
Room 106, State Capitol
Helena, MT 59620
449-3654 or Toll Free 1-800-332-3402

Assistant Superintendent Vocational Education Office of Public Instruction Room 106, State Capitol Helena, MT 59620 449-3126 or Toll Free 1-800-332-3402

Employment and Training Division (CETA)
Department of Labor and Industry
35 S. Last Chance Gulch
Helena, MT 59620
449-5600

Board of Public Education 33 S. Last Chance Gulch Helena, MT 59620 449-2785

Board of Regents Ted James, Chairman 2210 Beech Drive Great Falls, MT 59401 727-2311

Montana Chamber of Commerce 110 Neill Avenue Helena, MT 59601 442-2405

National Council for Vocational Education 425 13 St. N.W., Suite 412 Washington, DC 20004 (202) 376-8876





